



Apparel Factory Process Optimization Consulting Success Story Laos



The Need



Impactiva was asked to execute a factory process optimization in Laos, as the General Manager wanted to transform his factory into a best-in-class Asian manufacturer, requesting to significantly improve quality and increase productivity.

To tackle these main pain points, Impactiva started the project with an initial Phase I. The 13-week Phase I's focus was to transform one pilot line as a proof of concept.

The factory was established in 2009 and has 28 production lines with 1,000 employees.

Solution



- Conducted a line balancing study, line status data collection and leveled production, resulting in a more steady production flow
- Upgraded waste elimination, reducing non-value-adding activities, and increasing production capability
- Floater system improvement, making the process increasingly leaner for the artisans on the line, boosting overall efficiency
- Training and coaching classes for the line Team Members along with team building activities
- Established quality standards, increasing manufacturing efficiency
- Hourly output monitoring and training on changeover time reduction
- Visual displays on shop floor and visual control of feeding, to make sure production activities are proceeding correctly

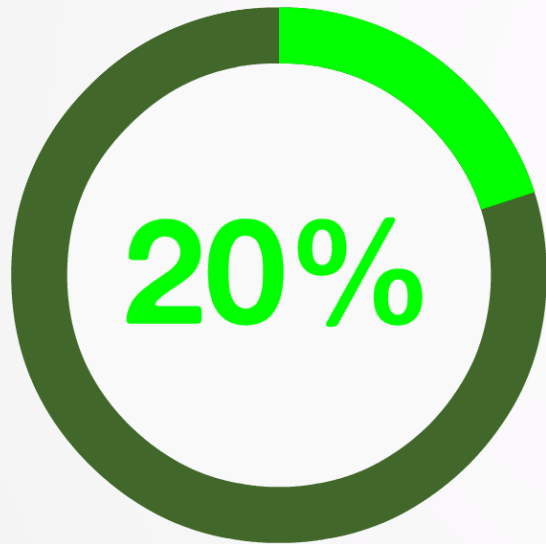
Benefit



- Factory leadership learned the behaviors and habits of accountability, discipline and transparency required in a successful Continuous Improvement program
- Shop floor visual management and material flow optimization
- Sustainability through daily continuous improvement activities
- Line supervisor sharing improvement experiences
- Artisans loved the training and team building and were motivated to keep improving
- Factory was able to carry out an effective transformation result including productivity improvement in the shop floor and a better CI team
- The factory is now considered by its largest EU client as the top supplier with respect to quality. Due to the huge success, the factory continued its transformation with Impactiva into Phase II where 6 more lines were transformed

KPIs

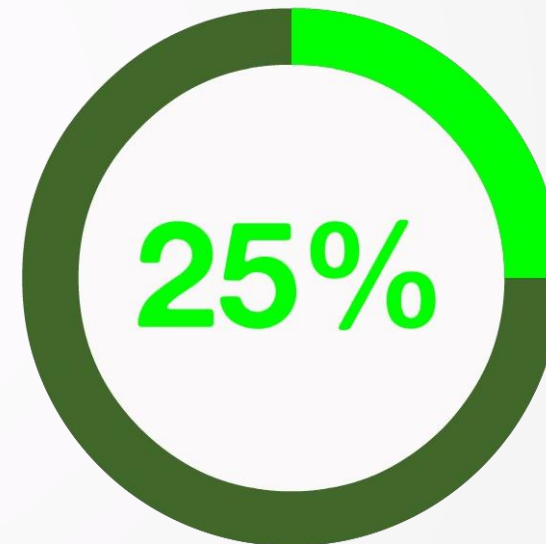
Line Efficiency



Improvement



Pieces / Person / Hour

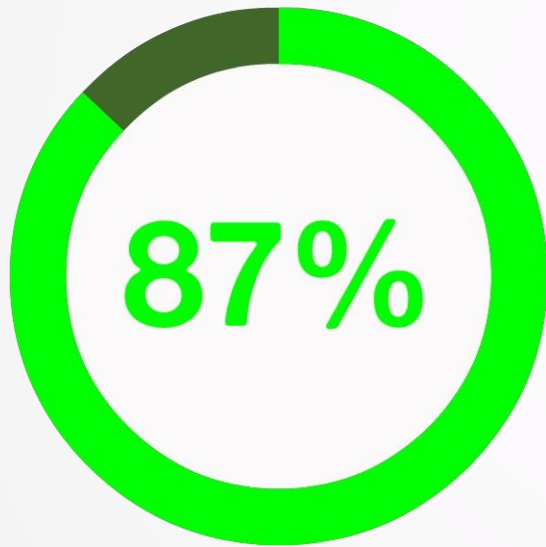


Improvement

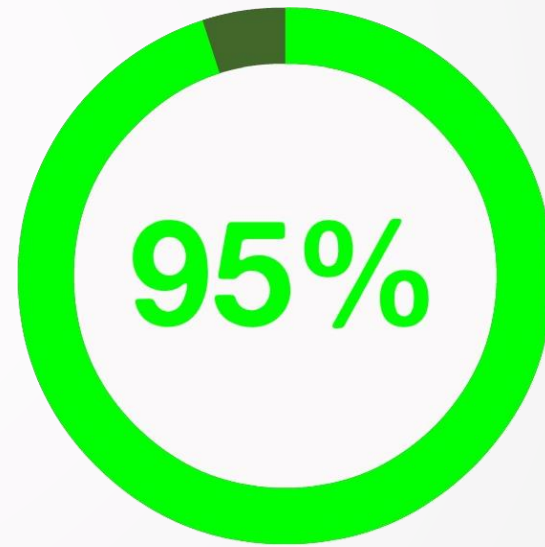
KPIs

IMPACTIVA
REDEFINING QUALITY

Internal Quality



Before



After

KPIs

IMPACTIVA
REDEFINING QUALITY

Additional Capacity Generated

16,008

Pieces / Year



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